

Draft #5: 8-9-22

## **Discover Pine III: FY 2023 - 2025 Strategic Plan**

### **Vision**

In 2030, the people of East Central Minnesota will first turn to Pine Technical and Community College when they want career education, new skills or general education. More than 1200 FYE will be enrolled in programs; more than 4000 will benefit from training experiences. The college will be the essential regional resource for higher education, bringing dynamic, vibrant academic programming to the communities we serve.

### **Mission**

Known for innovation and inclusive contributions that strengthen communities, we make college possible for those starting out or starting over. Whether a student seeks a career program, new skills or general education transferable to another college or university, Pine Technical and Community College is an excellent choice.

### **Values**

- Student-focused
- Passionate
- Inclusive
- Respectful
- Innovative
- Transparent

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### **FY 2023-2025 Goal**

To increase college enrollment, while supporting a culture of excellence, inclusion, regional service and outstanding customer care.

### **Objectives and Priorities**

- 1. To increase student FYE from 766 in FY22 to 907 in FY25.**
  - 1.1 Add new programs, AA concentrations and flexible delivery models.
  - 1.2 Design/implement a comprehensive marketing and recruitment strategy, including more social media, outreach and a refined visual identity use.
  - 1.3 Enhance recruiting and admissions processes, leveraging technology where appropriate to more effectively on-board new students.
  - 1.4 Rebalance enrollment mix to increase campus-based FYE.
  - 1.5 Increase student retention rates.
  - 1.6 Expand retention capacities across faculty and staff.



***We will have succeeded when...***

- Enrollment reaches 907 FYE by June 30, 2025.
- Enrollment in the Associate of Arts degree increases to 100 FYE by FY25.
- Students have more flexible educational and service options.
- We have achieved a portfolio mix of 66% on-campus, 24% concurrent enrollment, and 10% PSEO.
- New programs and concentrations are added, including in the AA, HS to College pathways, and a new technical program (i.e. graphic design, mechanical or arch drafting).
- New marketing, recruiting and admissions strategies result in an increased student applicant pool and increased conversion rates. Total applications will increase by 5% (FY23 1430 total applications) and conversion rate will increase by 5% (FY25 42%).
- Retention rate (as measured by Student Persistence and Completion rate in the Accountability Framework) exceeds the Minnesota State college average for all groups of students (i.e. white, students of color, Pell eligible, first generation).
- The Pine visual identity is consistently used.

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**2. To enrich the student experience**

- 2.1 Create a transformational classroom experience which reflects a high quality and inclusive learning environment.
- 2.2 Sustain a personalized service culture by building positive relationships and enhancing customer care.
- 2.3 Increase access to classes and student services by adding flexible options.
- 2.4 Increase availability of student advising tools and self-help resources.
- 2.5 Increase completion rates and credentials awarded.
- 2.6 Develop and offer accelerated year-round programs and accelerated delivery models.
- 2.7 Design/implement robust student life strategies.
- 2.8 Increase opportunities for students through targeted external funding and private giving.

***We will have succeeded when...***

- “Transformational classroom experience”, “High quality”, and “inclusive learning environment” are clearly defined and communicated, and initiatives developed to achieve it.
- "Personalized service culture" is defined and the college is actively working to sustain it.
- Students have easily accessible information and are supported by guided pathways.
- We have launched two additional accelerated, year-round program offering by FY25.
- Flexible options make it easier for students to complete programs.
- Completion rates exceed the Minnesota State colleges average for all groups of students (i.e. white, students of color, Pell eligible, first generation).
- Robust student life programs engage and energize students.
- Current scholarship programs are sustained and expanded.



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### **3. To strengthen the campus community**

- 3.1 Create a comprehensive faculty/staff onboarding program.
- 3.2 Develop/implement a faculty/staff professional development plan.
- 3.3 Create and sustain an integrated culture of equity and inclusion.
- 3.4 Recruit/retain additional faculty and staff from underutilized groups.
- 3.5 Address succession planning needs.

#### ***We will have succeeded when...***

- Onboarding is thorough and helps new employees immediately acclimate measured by follow-up assessment survey.
- Professional development, focusing on leadership development and skills to improve service to students, is clearly planned and delivered.
- Faculty and staff understand "equity and inclusion" principles and are actively applying them with their students and colleagues.
- Employee base will increase from 5% to 10% for employees from underutilized groups.
- Positions requiring succession planning are identified and plans made.

### **4. To manage growth effectively**

- 4.1 Use existing facilities more effectively and efficiently.
- 4.2 Create and communicate well-designed and documented key processes that are consistently applied.
- 4.3 Achieve an average section size of 19, up from an average size of 17 in FY22.
- 4.4 Implement HLC mid cycle report.
- 4.5 Secure funding and implement construction for new building expansion.
- 4.6 Meet requirements of the system's financial sustainability plan.
- 4.7 Increase student to employee ratio.
- 4.8 Increase numbers of individuals benefiting from training experiences.

#### ***We will have succeeded when...***

- Processes are understood and used consistently across the college.
- Average section size is 19.
- Plans for the new building expansion are developed.
- The Technical/Trades Labs are completed
- System financial sustainability requirements are met as outlined in Minnesota State Procedure 7.3.16 Financial Health Indicators.
- Increase FYE to FTE ratio from 9:1 to 10:1.
- The number of individuals benefitting from training will increase from 3300 to 4000.